

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

## Service Area Background Information

### Service Area Description

This service area provides benefit claims assistance and representation for veterans and their dependents.

### Service Area Alignment to Mission

This service area directly aligns with the department's mission of ensuring that Virginia's veterans and their beneficiaries receive the federal, state, and local benefits to which they are entitled.

### Service Area Statutory Authority

Title 2.2, Chapter 20 provides for the establishment of a Department of Veterans Services and the appointment of a Commissioner of Veterans Services. It outlines the administrative responsibilities of the department and the general and additional powers of the Commissioner.

Title 23, Chapter 1, provides for the waiver of tuition and required fees for certain students as part of the Virginia War Orphan Education Program. The Department of Veterans Services administers the program and determines program eligibility.

Title 38 U.S. Code of Federal Regulations is the basis for the adjudication of claims for benefits by veterans, their dependents and their beneficiaries.

### Service Area Customer Base

Customer(s)	Served	Potential
Veterans, eligible spouses and dependents	117,764	750,000

# **Service Area Plan**

## **Department of Veterans' Services**

### **Case Management Services for Veterans Benefits (46701)**

---

#### **Anticipated Changes In Service Area Customer Base**

The number of customers served represents the number of client contacts in FY05, not the number of unique customers served. At present, the department does not have an accurate way of counting the number of unique customers served. While the department records the number of office visits, telephone contacts, etc., customers who visit or contact a field office more than once are double-counted. In FY2005, the Department of Veterans Services had the following customer contacts:

Field Office walk-ins:	34,182
Itinerant Service Point walk-ins:	4,395
Telephone contacts:	79,187
Total customer contacts:	117,764

In addition, 961 students were enrolled in the Virginia War Orphan Education Program (VWOEP) in FY05.

The potential customer base for FY05 is taken from VetPop2001Adj, the U.S. Department of Veterans Affairs' official estimate and projection of the veteran population as of 9-30-02, and reflects only veterans. A more accurate count of the department's potential customer base would include dependents and surviving spouses and children. The department believes that including dependents and surviving spouses and children in the potential customer base could increase that base to 1.5 million and perhaps 2 million or more.

Note: Due to the difficulty estimating the number of eligible spouses and dependents, the analysis of anticipated changes to the service area customer base will focus on the number of eligible veterans.

Veterans face no statute of limitations when applying (filing) for federal compensation and pension benefits. Similarly, veterans currently receiving benefits related to one claim face no barriers to filing a claim for a second (or subsequent) service-connected disability. The absence of a statute of limitations means that any veteran may file a claim at any time in his or her life. Thus, the eligible customer base for benefit services is the current veterans' population, and Virginia's veteran population is declining.

An analysis of United States Department of Veterans Affairs (USDVA) population data suggests that the number of "new" Virginia veterans being created – whether by separation from military service, retirement, or migration of veterans from other states – is exceeded by the number of Virginia veterans who pass away each year. This results in a net decline in Virginia's veterans' population.

An analysis of Federal Fiscal Year (FFY) 2004 (October 2003 – September 2004) is illustrative. The USDVA estimate of the veterans population – VetPop2001Adj – prepared in September 2002, forecast that 15,725 Virginia veterans would pass away in FFY 2004. During the same period, the USDVA forecast that 6,668 service members would separate from active duty in Virginia, and that Virginia would realize a gain of 803 veterans through migration from other states. Adding these numbers together can produce a forecast of the number of "new" veterans residing in Virginia in FFY2004 – 7,471. If the numbers of "new" veterans is subtracted from the number of veterans who were forecast to pass away, Virginia "lost" 8,254 veterans in FFY 2004. In other words, Virginia was forecast to have 8,254 fewer veterans at the end of FFY2004 than at the end of FFY2003. Comparable numbers for FFY2003 and FFY2002 show a forecast loss of 8,433 and 8,722 veterans, respectively.

The USDVA study forecasts a "loss" of 8,291 Virginia veterans in FFY2005. This "loss rate" is forecast to increase through FFY2015, when Virginia is forecast to lose 9,851 veterans. The loss rate is then forecast to decline through FFY2030, when Virginia is forecast to lose 8,745 veterans a year. The USDVA forecasts that Virginia will have 508,253 veterans in FF72030, a decline in Virginia's veteran population of 230,092 veterans in the next quarter century.

# **Service Area Plan**

## ***Department of Veterans' Services***

### ***Case Management Services for Veterans Benefits (46701)***

---

Examining the age of Virginia's veterans and their period of service helps make sense of the shrinking veterans' population. At the end of FFY2005, 66% of Virginia's veterans were forecast to be age 50 and older. The death rate among Virginia veterans is a factor of this aging veteran population. The USDVA forecast that 15,664 Virginia veterans aged 50 and older would pass away in FFY2005, while only 402 veterans younger than age 50 would die.

Veterans aged 50 and older are also a significant consideration when examining period of service. If one assumes that the youngest of the Vietnam War era veterans were 18 in 1973, then these veterans would be aged 50 in 2005. Vietnam War-era veterans were expected to number over 226,000, or 31% of Virginia's veterans' population. Approximately 74,000 World War II era veterans were forecast to reside in Virginia – just under 10% of Virginia's veteran population. Korean War-era veterans were forecast to number just over 62,000 (approximately 8% of the veteran population) and veterans who served in multiple conflicts – WWII and Korea, Korea and Vietnam, WWII, Korea, and Vietnam, Vietnam and the Gulf War – add another 53,000 veterans to the mix – 7% of Virginia's veterans. In addition to those with wartime service, over 68,000 peacetime veterans served between World War II and the Korean War or between the Korean and Vietnam Wars – or approximately 9% of Virginia's veterans' population.

Despite an aging veteran population, the demand for assistance in filing for veterans' benefits remains strong, even from veterans who left military service 30 or more years ago. As discussed above, any veteran may file a claim at any time in his or her life. Some veterans will wait for many years after leaving military service to file for service-connected disability benefits. Several factors could explain this phenomenon. A medical condition may only manifest itself years after the initial event – and the veteran may only realize that the condition was service-connected at a much later date. Awareness of and access to claims assistance could play a role. Some veterans who may at first have been reluctant to file for compensation for a service-connected disability – “I was only doing my job” – will file for benefits years later when economic hardship means a compensation payment is the difference between a livable retirement and poverty. All of these factors, and many more, mean that veterans will use the services of the Benefit Services section at any time in their lives. Waiting to file a claim, however, makes the process more complicated.

Establishing a casual link between a veterans' current state of health and the service-connected event that caused the condition for which compensation is sought is much easier if the veteran files the claim immediately upon or shortly after leaving military service. The longer he or she waits after leaving military service to file the claim, the harder it is to prove this link. Medical records that were readily available at separation must be retrieved from the National Personnel Records Center (NPRC). Supporting evidence – discharge paperwork, citations, after action reports, etc. – must be gathered to support the claim for service-connected disability.

NOTE: The above analysis does not take into account the vast current and potential customer base represented by the dependents and beneficiaries of Virginia's veterans, as such data was not readily available. While it may be difficult or even impossible to estimate the number of beneficiaries and dependents who are receiving benefits or who will be entitled to receive benefits in the future, this is a large and an important segment of the department's customer base. Survivors' benefits include Dependency and Indemnity Compensation for the spouse, dependent parents, and children. Also available is a Death Pension that is income based but is available to the surviving spouse and children of veterans who meet the requirements established in Title 38 Code of Federal Regulations. In addition, the spouse and children of a 100% permanent and total disabled veteran or of a veteran who dies because of a service-connected death may qualify for education benefits. These dependent benefits greatly increase the department's actual and potential customer bases.

# **Service Area Plan**

## ***Department of Veterans' Services***

### ***Case Management Services for Veterans Benefits (46701)***

---

While the veteran population is projected to decrease, the dependents population will do so at a slower rate. The vast majority of World War II and Korean War veterans are male. Since women live longer than men, the veteran's spouses can be expected to out live them by several years. Thus, the total customer base will decrease at a slower rate than the over all veteran population in Virginia.

#### **Service Area Products and Services**

- **Assistance:**  
Assist veterans, their dependents and beneficiaries in completing applications for benefits from the USDVA. Assist with the development of evidence to support all claims
- **Representation:**  
Provide representation in the appeals process. This includes assistance in the preparation of written arguments and personal representation during hearings at the USDVA Regional Office in Roanoke and before the Board of Veterans Appeals in Washington, D.C.
- **Dissemination:**  
Disseminate information regarding veterans' benefits through a variety of means, including the agency's website and newsletter
- **Education:**  
Inform Virginia's veterans about the services offered by the department through presentations at meetings of veterans service organizations and civic organizations
- **Virginia War Orphan Education Program:**  
Inform veterans, high school guidance counselors, and college financial aid coordinators about the eligibility and availability of the Virginia War Orphan Education Program. Administer the Virginia War Orphan Education Program.

# **Service Area Plan**

## ***Department of Veterans' Services***

### ***Case Management Services for Veterans Benefits (46701)***

---

#### **Factors Impacting Service Area Products and Services**

- Declining potential customer base: Due to deaths of World War II and Korean War veterans and their dependents, the potential customer base is declining
- Inexperienced Veterans Service Representatives (VSRs): The department is facing the challenge of training and monitoring 14 newly-hired VSRs in 2005: eight hired to fill vacant positions and six hired to fill newly created positions. While the department's new-VSR training program will help prepare the new VSRs for field office duty, it is expected that at least a year will pass before the new VSRs become proficient in their new positions
- Aging workforce: DVS has twelve VSRs and two administrative employees who will be eligible to retire within 10 years. Four VSRs are eligible to retire now
- Inadequate support staff in the Roanoke Benefits Services office due to past budget reductions
- Lack of administrative support in eight field offices
- Insufficient number of regional managers/claims examiners to handle appeals and other responsibilities
- Difficulty attracting and retaining personnel in the Northern Virginia Area due to low salaries
- "All Paper" office environment: The use of paper files in the verification of information, development of claims, and the filing of reports is difficult and time consuming
- Limited public awareness of the positive impact the VWOEP makes in the lives of eligible students and their families, and to the Commonwealth

#### **Anticipated Changes To Service Area Products and Services**

- Development and launch of a "benefits awareness" program
- Additional travel to itinerant service points to improve access to DVS services
- Conversion of paper claims files to electronic files, supported by an effective database, to assist with the production of internal and external reports
- Strengthened administrative support in field offices
- Establishment of an ongoing/refresher training program for VSRs
- Improved functionality and appearance of DVS field offices
- Heightened awareness and recognition of the Virginia War Orphan Education Program

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

#### Service Area Financial Summary

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$2,473,206	\$0	\$2,473,206	\$0
<b>Changes To Base</b>	\$76,849	\$0	\$76,849	\$0
<b>SERVICE AREA TOTAL</b>	<b>\$2,550,055</b>	<b>\$0</b>	<b>\$2,550,055</b>	<b>\$0</b>

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

## Service Area Objectives, Measures, and Strategies

### Objective 46701.01

#### ***To institute a “benefits awareness” marketing program.***

Making veterans aware of the benefits to which they are entitled is critical to generating new claims and to improving the health and economic well being of Virginia's veterans. The Benefit Services Section will launch a “benefits awareness” marketing program designed to reach out to Virginia's veterans through a variety of means, to include partnerships with local, state, federal, and private agencies that can promote the department's services and refer veterans to DVS field offices, participation in events such as county fairs or job fairs, and mass media marketing activities, which could include such things as writing articles for local newspapers, appearing on local television or radio programs, etc.

#### **This Objective Supports the Following Agency Goals:**

- Strengthen outreach and marketing efforts

#### **This Objective Has The Following Measure(s):**

- **Measure 46701.01.01**

***Number of contacts with organizations on the “key contacts list”.***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** This is a new measure – data gathered after the program is instituted in FY07 will serve as the baseline

**Measure Target:** 25 contacts per field office per year

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office

- **Measure 46701.01.02**

***Number of events (county fairs, job fairs, etc.) with DVS participation.***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** This is a new measure – data gathered after the program is instituted in FY07 will serve as the baseline

**Measure Target:** Four events per field office per year

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office

- **Measure 46701.01.03**

***Number of mass media marketing activities launched per year.***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** This is a new measure – data gathered after the program is instituted in FY07 will serve as the baseline

**Measure Target:** Two mass media marketing activities launched per field office per year

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office

# **Service Area Plan**

## **Department of Veterans' Services**

### ***Case Management Services for Veterans Benefits (46701)***

---

#### **Objective 46701.01 Has the Following Strategies:**

- DVS will develop an agency-wide Marketing Plan and supporting material
- DVS, with the involvement of customers and stakeholders, will develop a standardized "key contacts list" of those government and private organizations of which veterans are most likely to be a customer or member
- Field office personnel will identify those organizations from the "key contacts list" with a presence in their field office's area of responsibility. Based on their knowledge of their area of responsibility, field office personnel will identify additional key contacts over and above the standard list
- Using the department's Marketing Plan, field office personnel will work with those organizations identified as key contacts to promote the services available to Virginia's veterans
- Field office personnel will identify events such as county fairs, job fairs, trade shows, etc. that seem likely to attract a significant number of the veterans residing in that field office's area of responsibility. Field office personnel will arrange to participate in at least four of these events per year, hopefully at no cost to the department. Participation in these events is designed to increase awareness through personal contact and the distribution of department literature and promotional materials
- Field office personnel, with the guidance and assistance of the Benefit Services Manager and other department personnel, will develop and launch mass media marketing activities that are uniquely suited to their field office's area of responsibility. These activities could include such things as writing articles for local newspapers, appearing on local television or radio programs, etc. and are designed to harness the knowledge, skill, and creativity of field office personnel

#### **Objective 46701.02**

##### ***To reach more veterans by increasing travel to itinerant service points.***

Department personnel operate 15 (soon to be 21) field offices across the Commonwealth. Decisions on where to maintain existing offices and locate new offices are based on a variety of factors, including but not limited to available resources (number of VSRs, department budget, etc.), veteran population density, and access issues. While the department makes every attempt to site its field offices in locations that are readily accessible to the majority of the population residing in each office's service area, some veterans do not have easy access to the department services. Some veterans cite a lack of transportation as the biggest obstacle they must overcome to reach a field office, while others who do have access to transportation are reluctant to travel longer distances to reach a field office. Providing service at an itinerant service point – a location other than a regular field office – is seen by the department as a way to overcome the issues of access and distance. The quality of an itinerant service point can be judged on the number of new customer contacts generated and by the number of contacts with existing customers, with the desired outcome being an increased number of claims activities.

#### **This Objective Supports the Following Agency Goals:**

- Improve access to veterans services
- Maximize flow of federal dollars to meet the needs of Virginia's veterans
- Make Virginia an even more attractive place for military retirees by delivering top-quality veterans services

#### **This Objective Has The Following Measure(s):**



# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

- **Measure 46701.02.01**

***Number of contacts with new customers at itinerant service points.***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** Data gathered in FY06 will serve as the baseline for this measure

**Measure Target:** Maximize the utility of itinerant service points for attracting new customers

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office. A new customer is defined as a veteran (or spouse or dependent) that is neither a current DVS customer nor has been one in the past five years

- **Measure 46701.02.02**

***Number of contacts with existing customers at itinerant service points.***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** Data gathered in FY06 will serve as the baseline for this measure

**Measure Target:** Maximize the utility of itinerant service points in serving existing customers

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office

- **Measure 46701.02.03**

***Number of claims activities at itinerant service points.***

**Measure Type:** Outcome

**Measure Frequency:** Monthly

**Measure Baseline:** Data gathered in FY06 will serve as the baseline for this measure

**Measure Target:** Increase in the number of claims activities as a result of providing benefits services at itinerant service points

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office

**Objective 46701.02 Has the Following Strategies:**

- Using past experience and current demographics, DVS will identify the best cities, towns, or other locations in which to establish new itinerant service points
- DVS will arrange for office or other workspace with local, state, federal, or private organizations
- DVS will employ a variety of means in which to inform veterans of the existence of and services offered at the new itinerant services points

**Objective 46701.03**

***To create paperless benefit case files.***

At present, all benefit case files are maintained in hard copy. Department policy requires field offices to maintain active files for an indefinite period, while inactive files are maintained for five years from the date of last activity. The maintenance of all these paper files requires an extensive collection of filing cabinets and other storage means, creating a space crunch in many field offices. Converting paper files to electronic files would eliminate the need for much of the storage capacity, freeing office space that could be put to better use serving Virginia's veterans.

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

#### **This Objective Supports the Following Agency Goals:**

- Improve access to veterans services
- Improve the effectiveness, accuracy, and accountability of administrative services

#### **This Objective Has The Following Measure(s):**

- **Measure 46701.03.01**

*Number of field offices converted to paperless files.*

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** At present, none of the department's field offices have paperless files

**Measure Target:** On average, transfer the paper files of three field offices per year to electronic storage media

**Measure Source and Calculation:**

Process completion reports from field office managers

- **Measure 46701.03.02**

*Efficacy of the elimination of paper files.*

**Measure Type:** Outcome

**Measure Frequency:** Annually

**Measure Baseline:** At present, none of the department's field offices have paperless files

**Measure Target:** No set target, except to demonstrate that the space freed up by the switch to paperless files has been put to productive use in serving Virginia's veterans

**Measure Source and Calculation:**

Reports from field office managers

#### **Objective 46701.03 Has the Following Strategies:**

- Prepare and issue a Request for Proposal (RFP) to scan all current paper files onto compact discs or other electronic storage media
- Transfer all paper files to electronic storage
- Purchase scanning equipment and associated software to support ongoing additions to current files and the creation of new files

#### **Objective 46701.04**

##### ***To provide an adequate level of administrative support for all field offices.***

An adequate level of administrative support is critical for the successful operations of benefits field offices. Field office administrative personnel are involved in all facets of field office operations, performing key administrative, clerical, and support functions that directly impact the veterans claims process. In military terms, administrative personnel serve as "force multipliers," allowing each field office to serve a significantly greater number of veterans.

#### **This Objective Supports the Following Agency Goals:**

- Improve access to veterans services
- Maximize flow of federal dollars to meet the needs of Virginia's veterans
- Make Virginia an even more attractive place for military retirees by delivering top-quality veterans services
- Improve the effectiveness, accuracy, and accountability of administrative services

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

#### This Objective Has The Following Measure(s):

- **Measure 46701.04.01**

*Number of field offices with adequate administrative support personnel.*

**Measure Type:** Input

**Measure Frequency:** Annually

**Measure Baseline:** At present, eight field offices have no administrative personnel and two others have part-time personnel

**Measure Target:** Provide full-time administrative assistance to all field offices by the end of FY08

**Measure Source and Calculation:**

Hiring and staffing reports from the department's human resource manager

- **Measure 46701.04.02**

*Number of claims activities at field offices and itinerant service points*

**Measure Type:** Outcome

**Measure Frequency:** Monthly

**Measure Baseline:** Data gathered in FY06 will serve as the baseline for this measure

**Measure Target:** Increase in the number of claims activities as a result of having adequate administrative staffing at field offices

**Measure Source and Calculation:**

Data will be collected from monthly reports submitted by each field office

#### Objective 46701.04 Has the Following Strategies:

- Request funding in FY07 to provide part-time administrative support to the eight field offices without any administrative staff
- Request funding in FY07 to convert two part-time administrative positions to full-time
- Request funding in FY08 to convert eight part-time administrative positions to full time

#### Objective 46701.05

##### *To establish a refresher/ongoing training program.*

While the department has a training program for newly-hired Veterans Service Representatives, ongoing training has been given short shrift in recent years due to budget and staffing shortages. Rectifying this deficiency is crucial if all VSRs are to maintain up-to-date knowledge of and proficiency in veterans' law and benefits.

#### This Objective Supports the Following Agency Goals:

- Improve access to veterans services
- Maximize flow of federal dollars to meet the needs of Virginia's veterans
- Make Virginia an even more attractive place for military retirees by delivering top-quality veterans services

#### This Objective Has The Following Measure(s):

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

- **Measure 46701.05.01**

***Number of refresher/ongoing training opportunities provided for VSRs.***

**Measure Type:** Input

**Measure Frequency:** Annually

**Measure Baseline:** At present, no refresher/ongoing training is provided to VSRs

**Measure Target:** Each VSR to attend at least one refresher/ongoing training class per year

**Measure Source and Calculation:**

Report from Training Officer

- **Measure 46701.05.02**

***Pass rate on skill/knowledge assessment tests administered to VSRs.***

**Measure Type:** Outcome

**Measure Frequency:** Annually

**Measure Baseline:** At present, new VSRs are tested following orientation training, but there is no testing program to assess the skills and knowledge level of all VSRs

**Measure Target:** 100% pass rate

**Measure Source and Calculation:**

Report from Training Officer. Each VSR will be given a test after the completion of refresher/ongoing training

**Objective 46701.05 Has the Following Strategies:**

- Request funding and position authorization in FY07 for a full-time Training Officer
- Through the Training Officer, develop a refresher/ongoing training program, to include skill and knowledge assessment testing
  - Provide refresher/ongoing training for all VSRs at least once per year
  - Administer skill and knowledge assessment tests to VSRs following refresher/ongoing training
  - Provide remedial training to those who do not demonstrate acceptable skill and/or knowledge levels
- Through the Training Officer, constantly monitor changes to federal and state benefit laws. Disseminate this information in a timely manner to department employees
- Continuously monitor the training programs of the USDVA, other states, and veterans service organizations for best practices, new ideas, proven methods, etc.
- Provide the opportunity for section managers and claims examiners to attend the VFW and/or American Legion national training conferences on a bi-annual basis

**Objective 46701.06**

***To upgrade the appearance and functionality of field offices.***

The department operates 15 (soon to be 21) field offices across the Commonwealth. Some field offices have been in their present location for decades, with furniture and fixtures just as old. While department employees strive to maintain neat, clean, and functional work areas, a visitor to any of a dozen field offices may leave feeling that the atmosphere in which department employees conduct business is one of age and neglect. Upgrading the appearance and functionality of DVS field offices would not only improve the lot of DVS employees, but would present the kind of professional, competent, caring atmosphere the department wishes to convey to its customers.

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

#### **This Objective Supports the Following Agency Goals:**

- Improve access to veterans services
- Maximize flow of federal dollars to meet the needs of Virginia's veterans
- Make Virginia an even more attractive place for military retirees by delivering top-quality veterans services

#### **This Objective Has The Following Measure(s):**

- **Measure 46701.06.01**

*Number of field offices upgraded per year.*

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** New measure

**Measure Target:** Upgrade four field offices per year

**Measure Source and Calculation:**

Process completion reports from field office managers

- **Measure 46701.06.02**

*Post-upgrade customer satisfaction survey.*

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** Conduct survey in FY06 to determine customer satisfaction with current office appearance and functionality

**Measure Target:** Meaningful improvement in customer satisfaction score

**Measure Source and Calculation:**

"Before" and "After" surveys given to field office customers. Survey results to be reported by field office managers

- **Measure 46701.06.03**

*Post-upgrade employee satisfaction survey.*

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** Conduct survey in FY06 to determine level of employee (dis)satisfaction with current office appearance and functionality

**Measure Target:** Meaningful improvement in employee satisfaction score

**Measure Source and Calculation:**

"Before" and "After" surveys given to field office employees. Survey results to be reported by section manager

#### **Objective 46701.06 Has the Following Strategies:**

- Request funding to overhaul four field offices per year from FY07 through FY10
  - Work with the Division of Real Estate Services to examine space and location requirements
  - Work with Virginia Correctional Enterprises to design professional and functional office environments
- Using state guidelines, develop department standards for furniture and office equipment replacement. Request funding as needed to support purchase of replacement equipment and furniture

# Service Area Plan

## Department of Veterans' Services

### Case Management Services for Veterans Benefits (46701)

---

#### **Objective 46701.07**

##### ***To strengthen eligible students' awareness of the educational assistance provided through the Virginia War Orphan Education Program (VWOEP)***

The VWOEP provides educational assistance to the eligible children of certain military members and veterans. While legislation passed by the 2005 General Assembly requires all Virginia public institutions of higher education and other publicly accredited postsecondary institutions that grant a degree, diploma, or certificate to include in their catalogues or equivalent publications a statement describing the benefits provided by VWOEP, the department believes that there are other opportunities to make eligible students aware of the educational assistance provided through the VWOEP.

##### **This Objective Supports the Following Agency Goals:**

- Strengthen outreach and marketing efforts

##### **This Objective Has The Following Measure(s):**

- **Measure 46701.07.01**

###### ***Percentage of high school guidance counselors contacted per year***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** New measure

**Measure Target:** 100% contact each year

**Measure Source and Calculation:**

Process completion report from VWOEP manager

- **Measure 46701.07.02**

###### ***Number of "VWOEP Graduate Recognition Program" promotions made each year***

**Measure Type:** Output

**Measure Frequency:** Annually

**Measure Baseline:** New measure

**Measure Target:** Promote the "VWOEP Graduate Recognition Program" at least four times per year through various channels (department website, letter to high school guidance counselors, department website, etc.)

**Measure Source and Calculation:**

Process completion report from VWOEP manager

##### **Objective 46701.07 Has the Following Strategies:**

- Working in partnership with the Virginia Department of Education, provide VWOEP program information to the guidance counselors at Virginia's public and private high schools
- As part of the department's other marketing efforts, work to increase awareness of the VWOEP among veterans and dependents
- In conjunction with Virginia's post-secondary educational institutions, establish a "VWOEP Graduate Recognition Program" to publicly recognize VWOEP who complete their post-secondary education